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## **FY2019 Education & General Budget Discussion**

University of Maine

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# FY2019 Education & General Budget Discussion



**Jeffrey E. Hecker**

*Executive VP for Academic  
Affairs & Provost*

**Susan J. Hunter**

*President*

**Claire Strickland**

*Chief Business Officer*

March 22, 2018



# Building Futures, Strengthening Maine

## Board of Trustees Priority Outcomes

*Our Focus for the Next 5 Years*

1. Increase Enrollment
2. Improve Student Success & Completion
3. Enhance the Fiscal Positioning of UMS
4. Support Maine Through Research & Economic Development

### Secondary Outcomes

- Relevant Academic Programming
- Workforce Engagement

### Additional Considerations

- Collaborations
- Out-of-State recruitment strategies
- What is “enrollment success” at your campus?



BOT Priority Outcome

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1. Increase Enrollment

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As presented on 11.9.17

# 10-yr Undergraduate Credit Hour Comparison

## UNDERGRADUATE CREDIT HOURS

2008

**Total** 125,672

**In-State** 103,163

**Out-of-State** 22,509

2017

**Total** 129,520

**In-State** 82,045

**Out-of-State**  
47,475



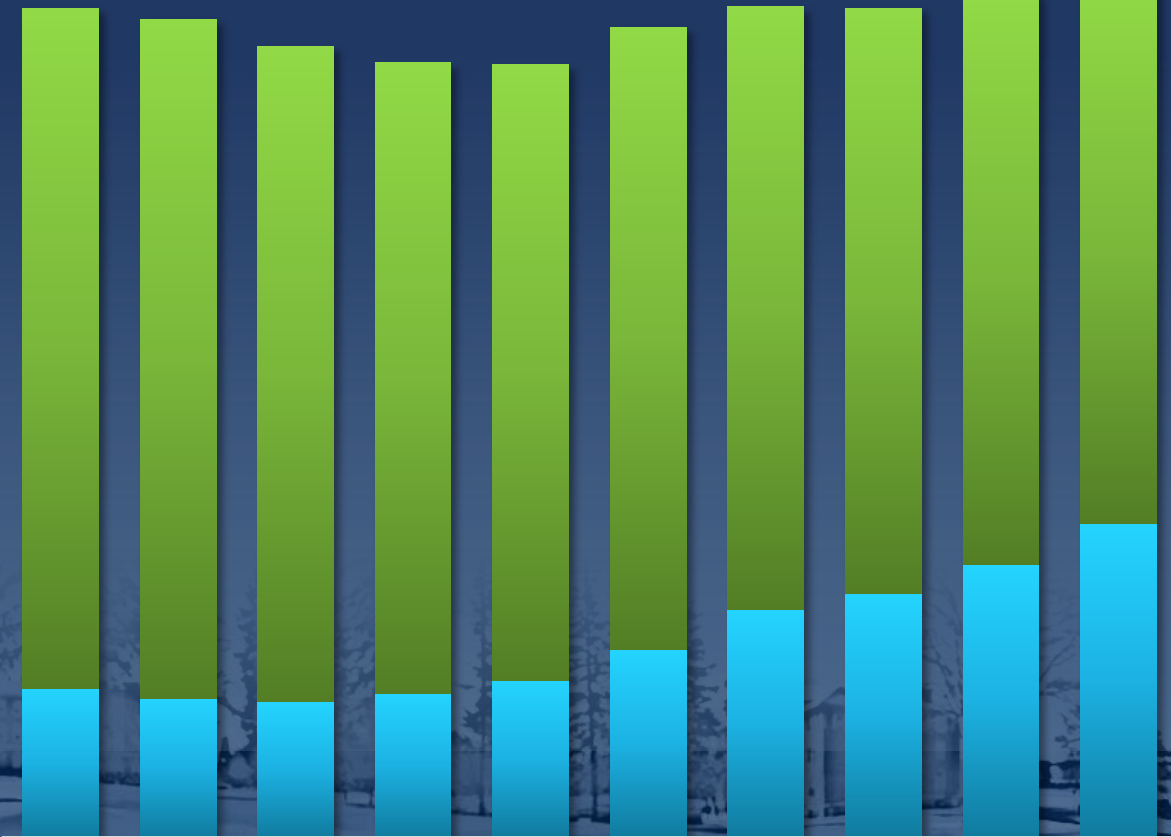
3.1% Increase



20.5% Decrease



110.9% Increase



2008 2009 2010 2011 2012 2013 2014 2015 2016 2017

Fall Census Data



As presented on 11.9.17

# 10-yr Graduate Credit Hour Comparison

## GRADUATE CREDIT HOURS

2008

2017

**Total** 11,180

**In-State** 8,545

**Out-of-State** 2,635

**Total** 9,767

**In-State** 6,477

**Out-of-State** 3,290

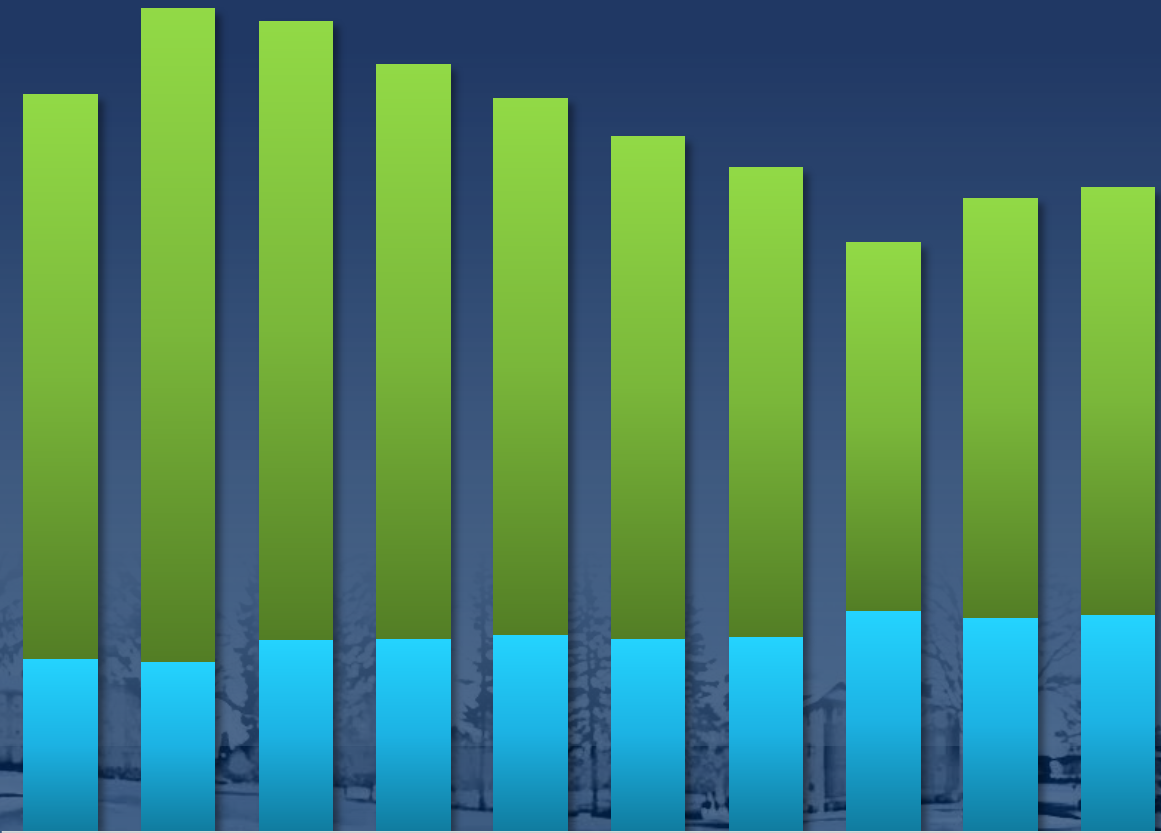
↓ 12.6% Decrease

↓ 24.2% Decrease

↑ 24.9% Increase

2008 2009 2010 2011 2012 2013 2014 2015 2016 2017

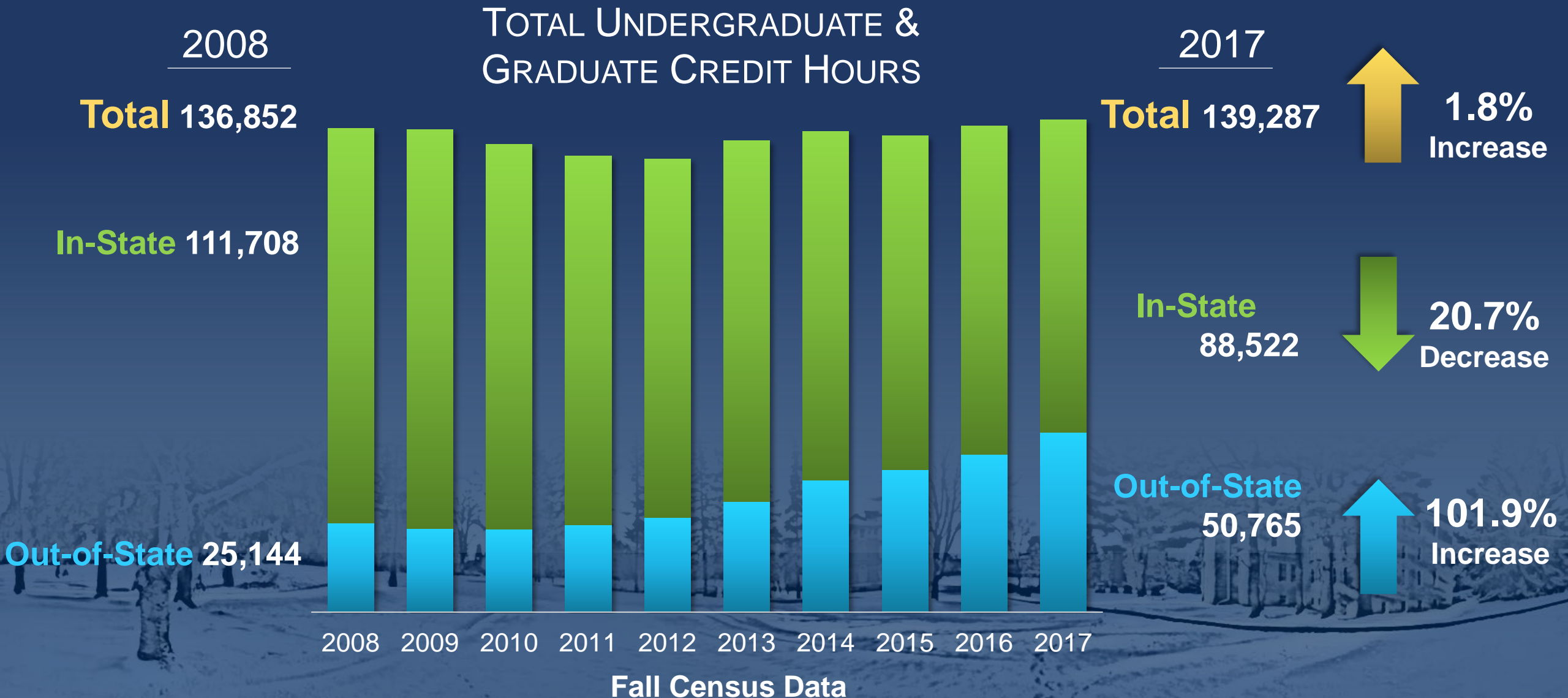
Fall Census Data







# Total 10-yr Undergraduate & Graduate Credit Hour Comparison

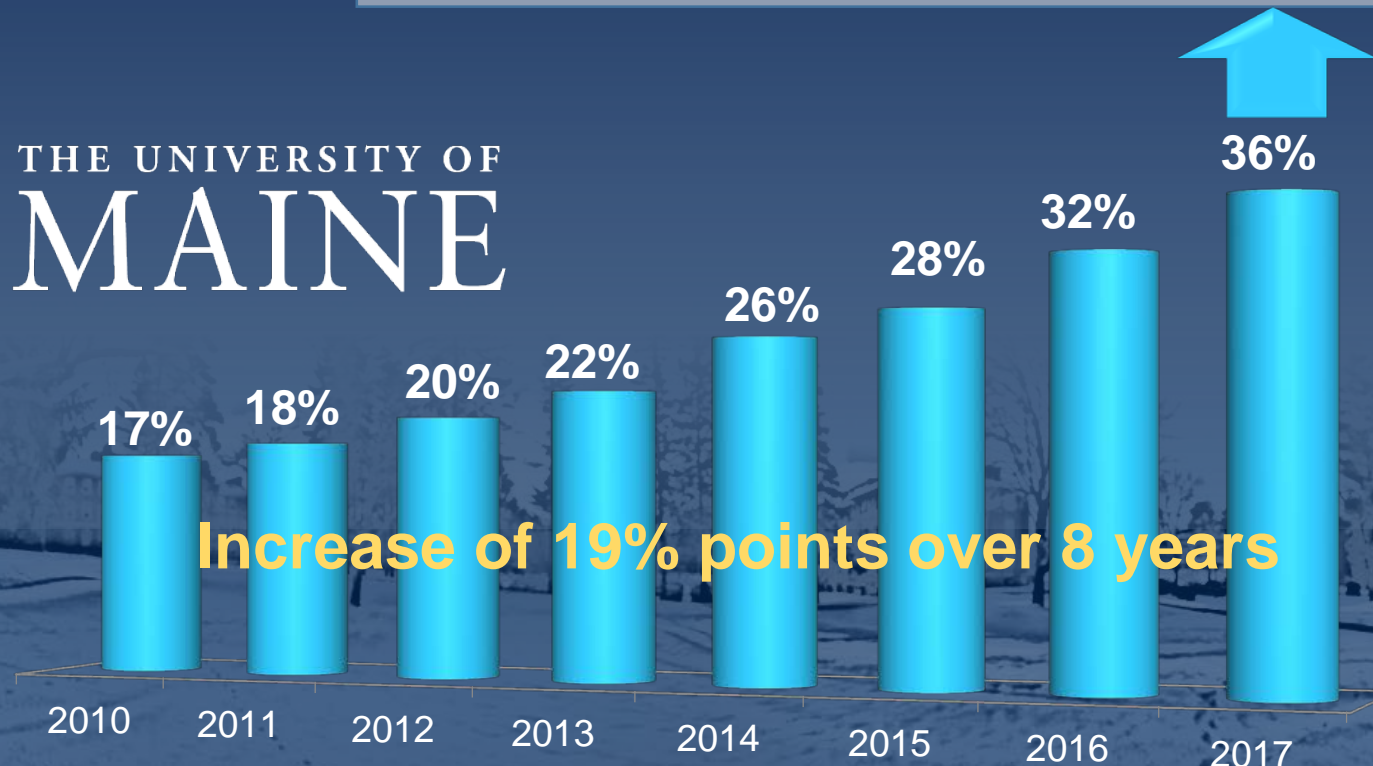


# New England Land Grants

## Increase in Out-of-State Undergraduate Degree-Seeking Students

### RATIO OF IN-STATE/OUT-OF-STATE STUDENTS

Fall 2017	UVM	UNH	URI	UM	UMASS	UCONN
In-State	27%	46%	53%	64%	77%	72%
Out-of-State	73%	54%	47%	36%	23%	28%



Increase of 19% points over 8 years

**Fall 2017**

**First-year  
Class Profile**

51% In-State

49% Out-of-State

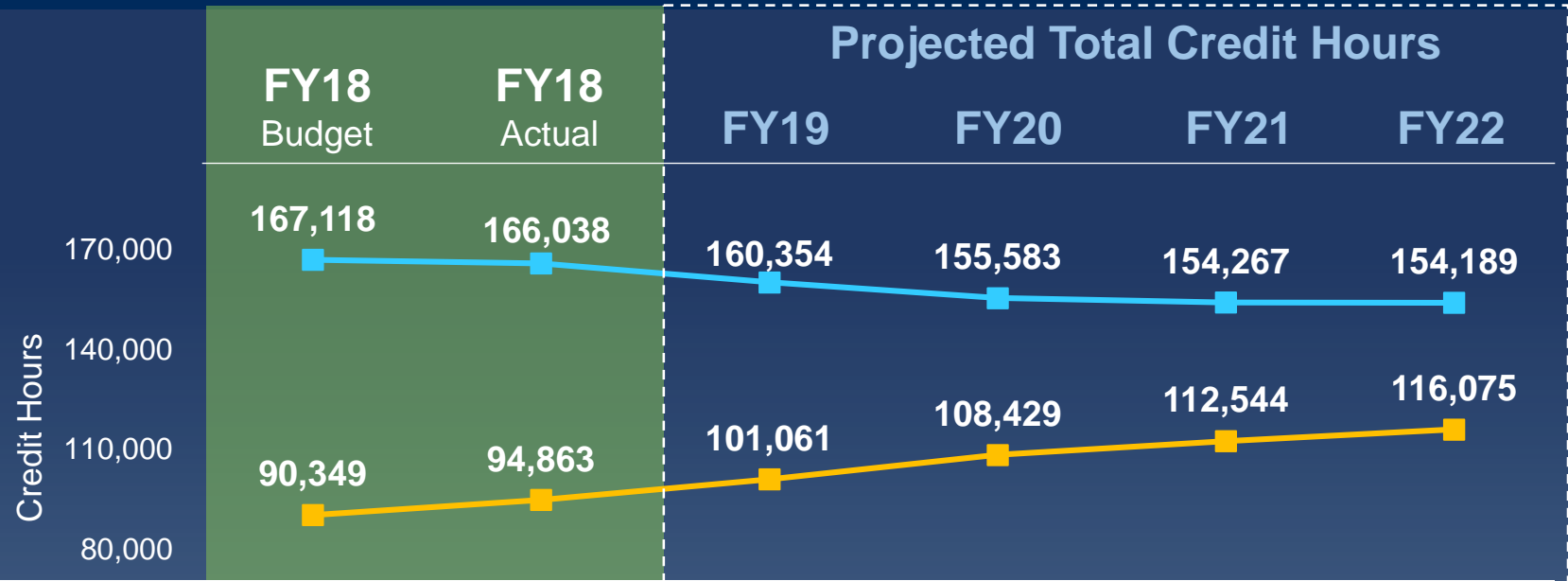




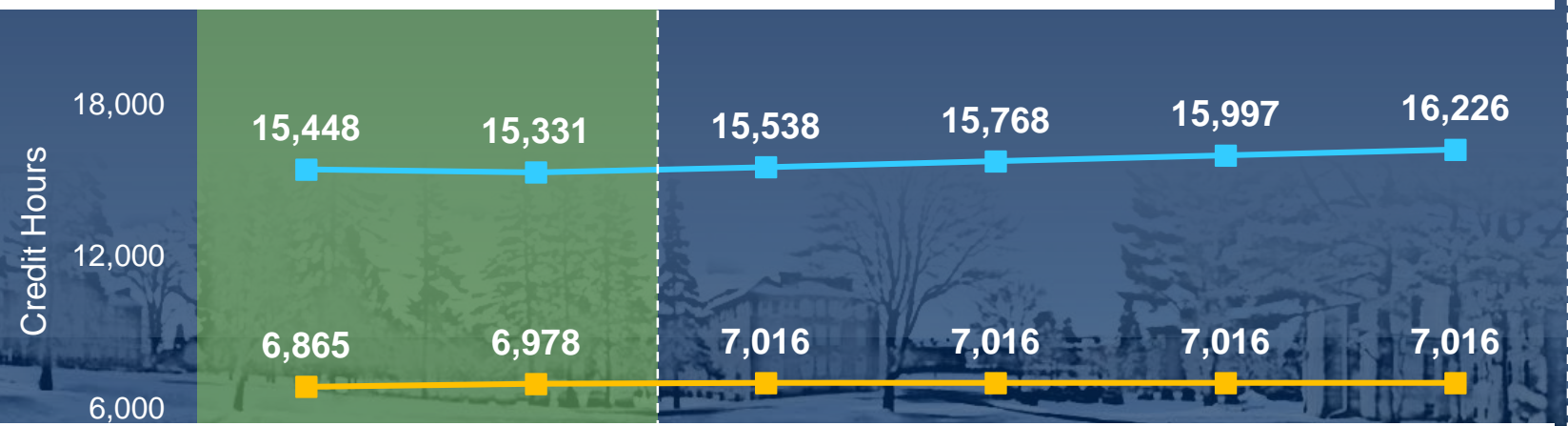
# Credit Hour Enrollment – FY18-22

- In State
- Out of State

## Undergraduate



## Graduate



## Total Credit Hours:

<b>279,780</b>	<b>283,210</b>	<b>283,571</b>	<b>286,796</b>	<b>289,824</b>	<b>293,506</b>
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# Enrollment: Strategic Growth

## Shaping UMaine's Student Body

- Accept students who are prepared to succeed
- Enhance access through partnerships



As presented on 11.9.17





As presented on 11.9.17

# Enrollment: Strategic Growth

**How are we doing this?**

- ✓ **Phase out remediation programs**
- ✓ **Manage admission to high-demand programs**
- ✓ **Aggressively pursue top Maine students**
- ✓ **Increase support for outstanding students**
- ✓ **Improve overall student success**



BOT Priority Outcome

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## 2. Improve Student Success & Completion

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# Retention & Graduation Rates—in context

Cohorts	Fall 2015	Fall 2010	
	retention	4-year graduation	6-year graduation
<b>Data source: IPEDS</b>			
UMaine	76%	36%	59%
Hanover peer institutions (n = 8)*	81%	39%	61%
New England land grant universities (n = 5)	88%	62%	75%

From IPEDS Data Center

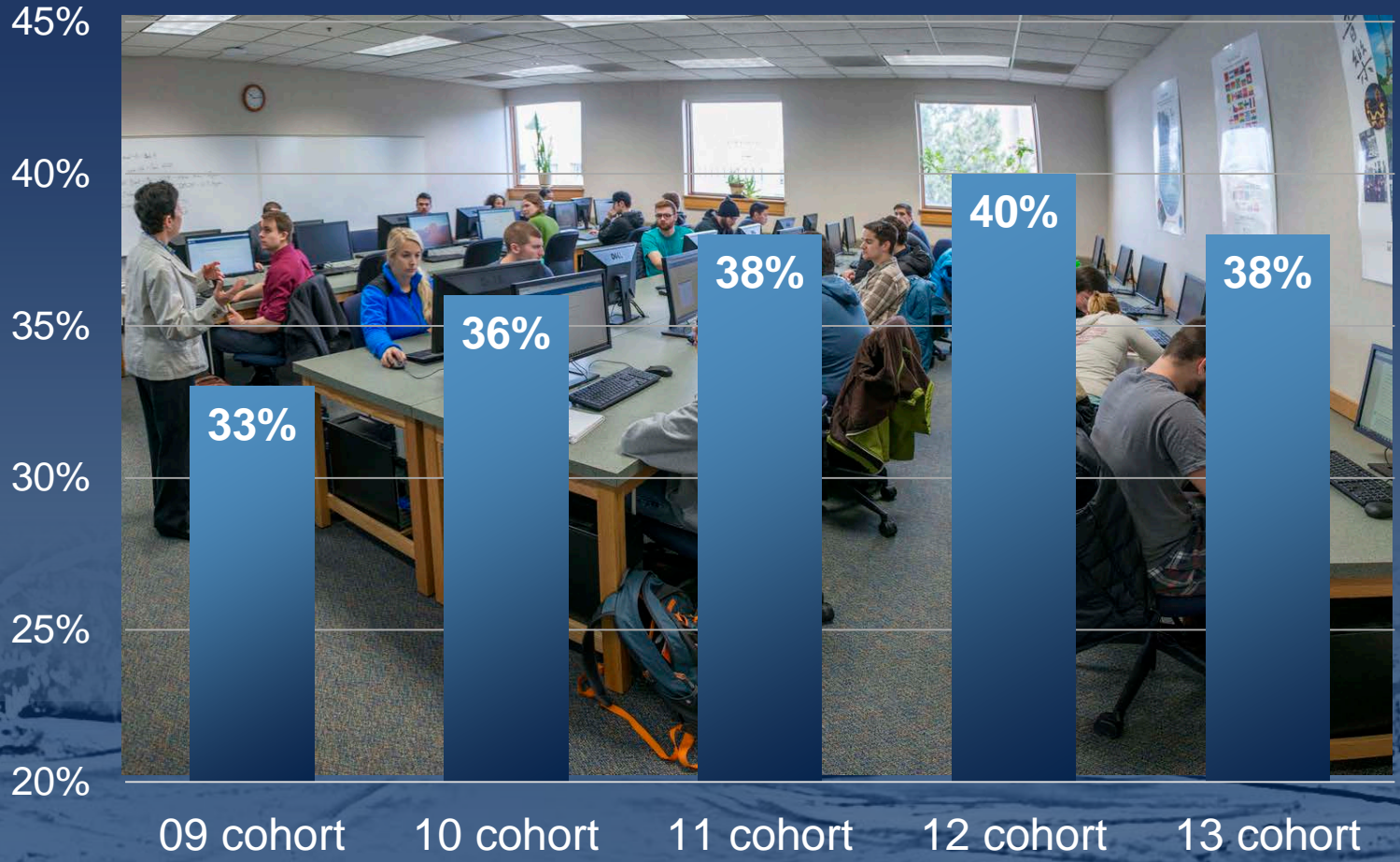
\* University of Wyoming, North Dakota State University, South Dakota State University, Montana State University (Bozeman), University of Idaho, and University of Rhode Island, University of New Hampshire, and University of Vermont. These peer institutions were identified as part of the University of Maine System Peer Identification initiative





# Improve Student Success & Completion

## Four-Year Graduation Rate





BOT Priority Outcome

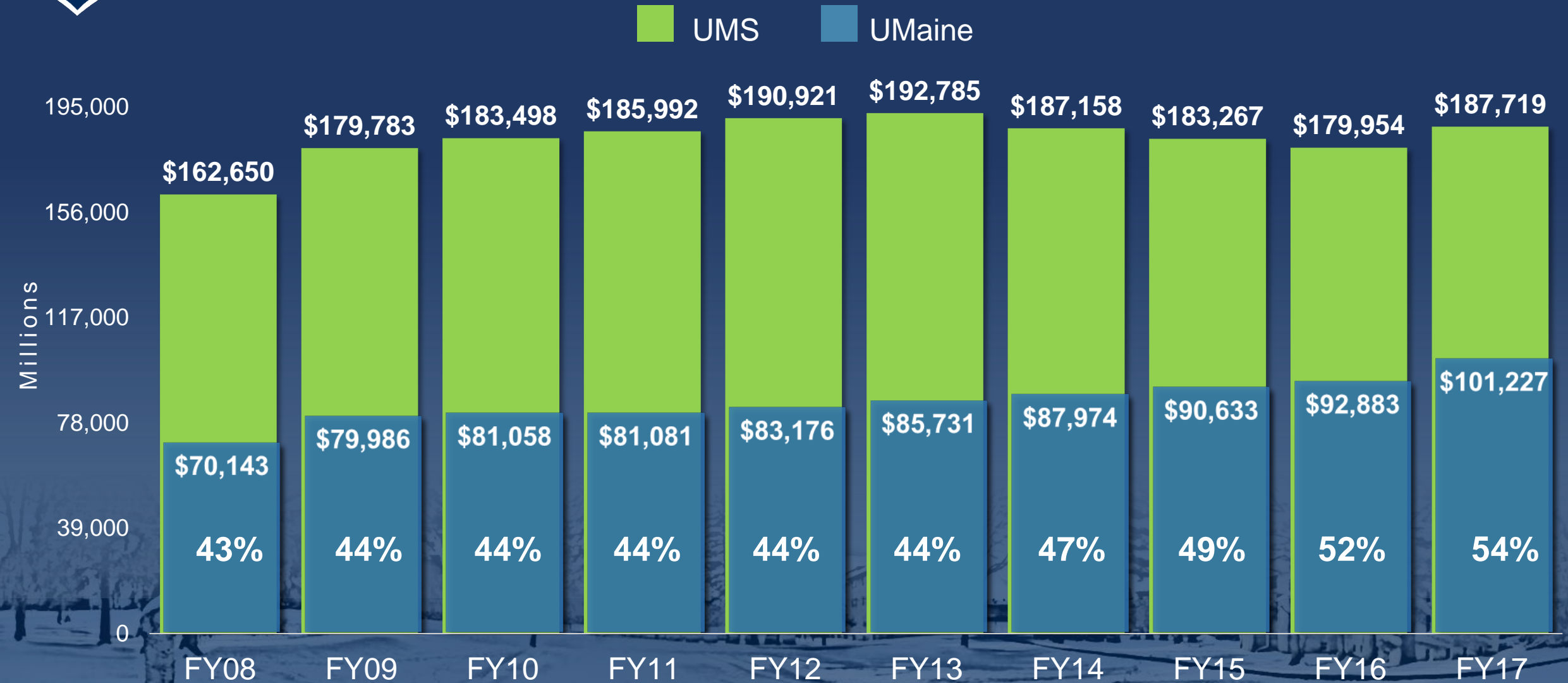
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# 3. Enhance the Fiscal Positioning of UMS

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# Net Revenue from Tuition & Fees



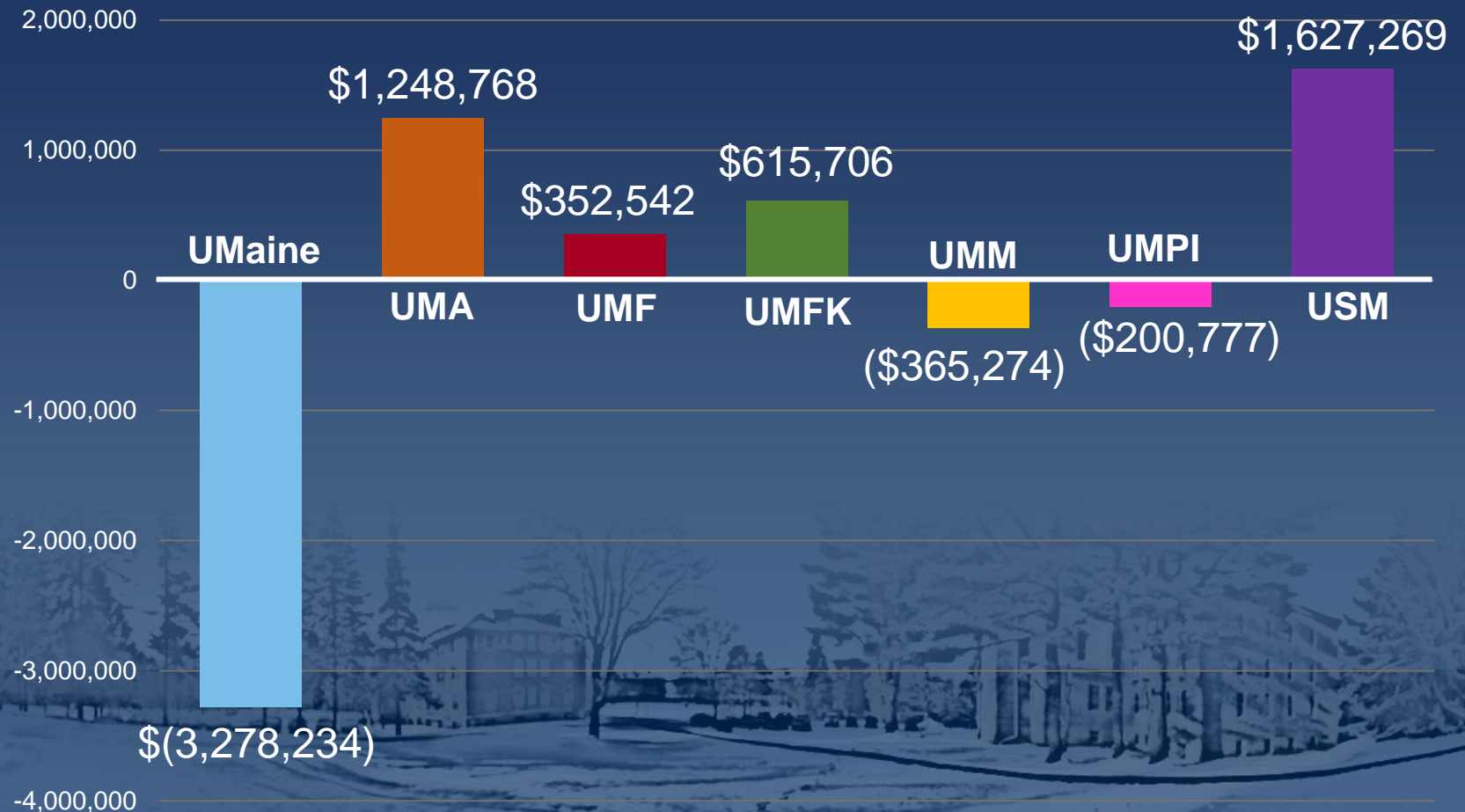
Source: Taken from "Consolidating" financial statements on google drive-prepared by UMS staff



# Outcomes Based Funding Model

## 6-Year Cumulative Change (FY14-FY19)

Campus	6-Yr Cumulative Change
UMaine	\$ (3,278,234)
UMA	1,248,768
UMF	352,542
UMFK	615,706
UMM	(365,274)
UMPI	(200,777)
USM	1,627,269



Source: Taken from Budget Prep FY19 supporting schedules; SS13 "OBF Year-Over-Year Comparison"



# FY19 Budget Levers

## Non-Discretionary

## Strategic

### Tuition & Fees

- In-State & Out-of-State Increase
  - Mandated Waivers
  - Increase in Unpaid Student Accounts
- Unified Fee Increase

### State Appropriation

### Compensation

- Salary & Wage Negotiated Increases/Benefits

### Operational Increases

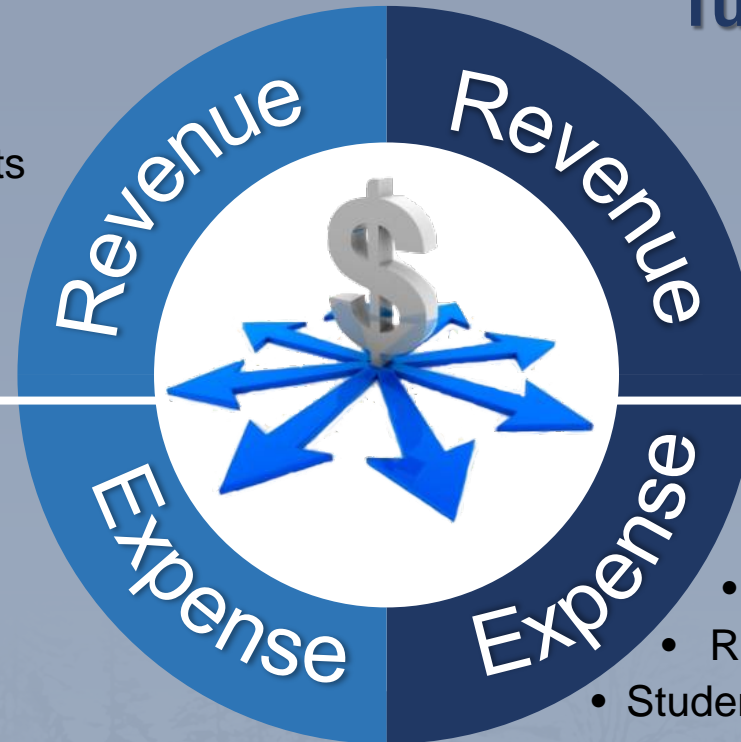
- Facility Insurances
- University Shared Services (Net of One-time Off-sets)
- Increase in Capital Funding (4% + of prior year)

### Tuition & Fees

- Enrollment Adjustments
- Scholarship Increases (Including Flagship Match, Need Based, Athletics, etc.)

### Investments

- Academic Investments
- Enrollment Efforts (incl. Financial Aid Office)
- Research, Innovation & Economic Development
- Student Affairs
- Athletics Title IX
- Library Acquisitions
- Graduate Teaching Asst. Stipend Increase
- Facilities/Capital Investments/Utilities



As presented on 11.9.17

# Enhance the Fiscal Positioning of UMS



## Tuition & Fees

In-State & Out-of-State increase (2.3%)	\$3,471,029
Mandated Waivers	(326,191)
Increase in Unpaid Student Accounts	(100,000)
Unified fee Increase	400,000

**New State Appropriation** (394,645)

**Non-Discretionary Incremental Revenue** \$3,050,193

## Tuition & Fees

Enrollment Adjustments	\$9,166,681
Scholarship Increases Including Flagship Match, Need Based, Maine Match, Athletics, etc.	(5,040,000)

**Strategic Incremental Revenue** \$4,126,681

# Enhance the Fiscal Positioning of UMS



## Non-Discretionary Expense Levers

Salary & Wage Negotiated Increases/ Benefits	(\$4,159,500)
Facility Insurances	6,576
Shared Services (Net of One-Time Off-Sets)	(253,047)
Increase in Capital Funding (4% + of prior yr)	(231,464)
<b>Total Incremental Non-Discretionary Expense</b>	<b>(\$4,637,435)</b>

## Strategic Expense Levers

Academic Investments	(\$1,091,435)
Enrollment Efforts (incl. Financial Aid Office)	(252,467)
Research, Innovation & Economic Improvement	(320,537)
Student Affairs	(100,000)
Athletics Title IX	(250,000)
Library Acquisitions	(200,000)
Graduate Teaching Asst. Stipends	(100,000)
Facilities/Capital Investments/Utilities	(225,000)
<b>Total Incremental Strategic Expense</b>	<b>(\$2,539,439)</b>

### Compensation

- Salary & Wage Negotiated Increases/Benefits

### Operational Increases

- Facility Insurances
- University Shared Services (Net of One-time Off-sets)
- Increase in Capital Funding (4% + of prior year)



### Investments

- Academic Investments
- Enrollment Efforts (incl. Financial Aid Office)
- Research, Innovation & Economic Development
- Student Affairs
- Athletics Title IX
- Library Acquisitions
- Graduate Teaching Asst. Stipend Increase
- Facilities/Capital Investments/Utilities





# FY19 Strategic Expense Levers

Admissions/Enrollment Investments	100,000
Financial Aid Staffing Investments	152,467

<b>Academic Investments</b>	<b>(\$1,091,435)</b>
<b>Enrollment Efforts</b>	<b>(252,467)</b>
<b>Research, Innovation &amp; Economic Improvement</b>	<b>(320,537)</b>
Student Affairs	(100,000)
Athletics Title IX	(250,000)
Library Acquisitions	(200,000)
Graduate Teaching Asst. Stipends	(100,000)
Facilities/Capital Investments/Utilities	(225,000)
<b>Total Incremental Strategic Expense</b>	<b>(\$2,539,439)</b>

Strategic Faculty Investments	802,831
Enhance Student Experience	288,604

Return of IDC to PI's	125,000
Data Systems	70,537
Graduate Student Recruitment	25,000
Innovation & Economic Development	100,000



# Enhance the Fiscal Positioning of UMS

## Levers

### NON-DISCRETIONARY

Net Incremental Revenue  
**\$3,050,193**

Total Incremental Expense  
**(\$4,637,435)**

Non-Discretionary Parameters Gap  
**(\$1,587,242)**

### STRATEGIC

Revenue Increases/(Decreases)  
**\$4,126,681**

Total Incremental Strategic Expense  
**(\$2,539,439)**

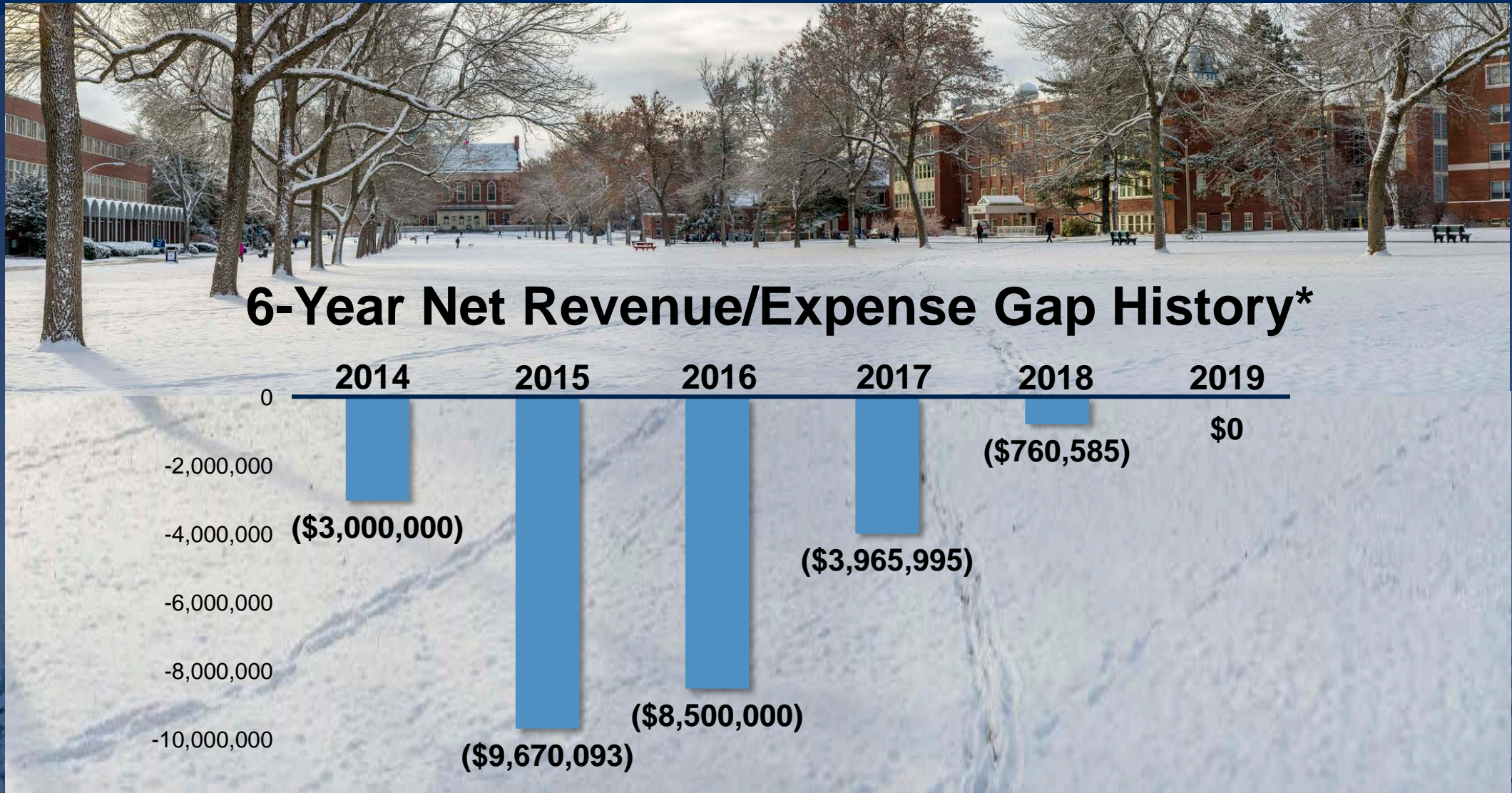
Strategic Surplus  
**\$1,587,242**

**Total Non-Discretionary and Strategic Campus Gap: \$0**





# Enhance the Fiscal Positioning of UMS



\* Net gap figures include mandated costs and investments in strategic priority areas





# 6-Year Strategic Reallocation History

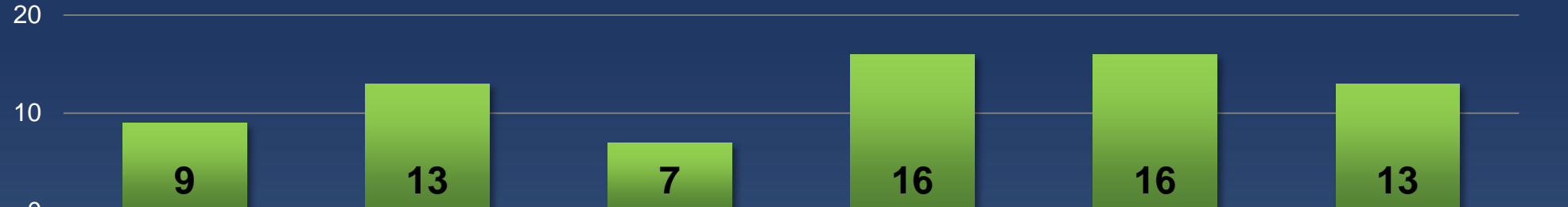
INVESTMENTS

Financial Aid **\$**  
Increases

2014	2015	2016	2017	2018	2019
+ \$2.4M	+ \$5.1M	+ \$4.9M	+ \$2.4M	+ \$3.6M	+ \$5.3M

Positions Added

- Faculty
- Professional
- Classified



REDUCTIONS

Positions Eliminated

- Resignations
- Retirements
- Layoffs



Gap History	2014	2015	2016	2017	2018	2019
	(\$3,000,000)	(\$9,670,093)	(\$8,500,000)	(\$3,965,995)	(\$760,585)	\$0

BOT Priority Outcome

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# 4. Support Maine through Research & Economic Development

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# Support Maine through Research & Economic Development

## Private Sector Partnerships

Number of Partners

FY12 **180**

FY17 **389**



**117%**  
Increase

## Private Sector Projects

Number of Projects

FY12 **305**

FY17 **557**



**83%**  
Increase

## Industry Project Revenue

Value of Projects

FY12 **\$3.5M**

FY17 **\$4.9M**



**40%**  
Increase

## Licensing Revenue

FY13 **\$121K**

FY17 **\$186K**

FY18 **>\$400K**



**53%**  
Increase



**115%**  
Increase





# Statewide Business Incubation and Spin-Offs

5 Incubators



25 Companies



# Commercialization Working Group

THE UNIVERSITY OF MAINE

1865 THE UNIVERSITY OF MAINE

## Advancing Economic Development Through Commercialization

Report to President Susan J. Hunter  
August 1, 2017

**Commercialization Activities**

- Licensing*
  - Identify licensee, valuation, negotiation and execution
- Startup Management and Coaching*
  - Business incubation, coaching entrepreneurs, connections to mentors, team members, funding sources
- Administration*
  - License/contract compliance
  - Reports, income distribution
  - Accounting and Project Management
- External Stakeholder Engagement/ Sales and Marketing*
  - To companies, inventors, entrepreneurs
  - To legislature, MTI, trade groups
  - To economic development community to support companies
- Impact/Metrics*
  - BOT Primary Outcomes
  - MEIF Goals and Metrics
  - Campus-based Strategic Plans
  - MTI and Maine Science and Technology Plan
  - Portfolio specific revenues and return

university commercialization. Consequently, practices, there is also considerable variability in the collaboration between industry and university commercialization. Similarly, most adapt their policies and practices to their own opportunities and manage challenges.

In addition, with the foundation support in place, the CWG developed a report to identify four inter-related areas of focus were:

Without a clear path to commercialization could be made available for external evaluation and analysis.

Given UMaine's current structures, resources and organizational model, a separate independent entity such as a research foundation or center would be needed.

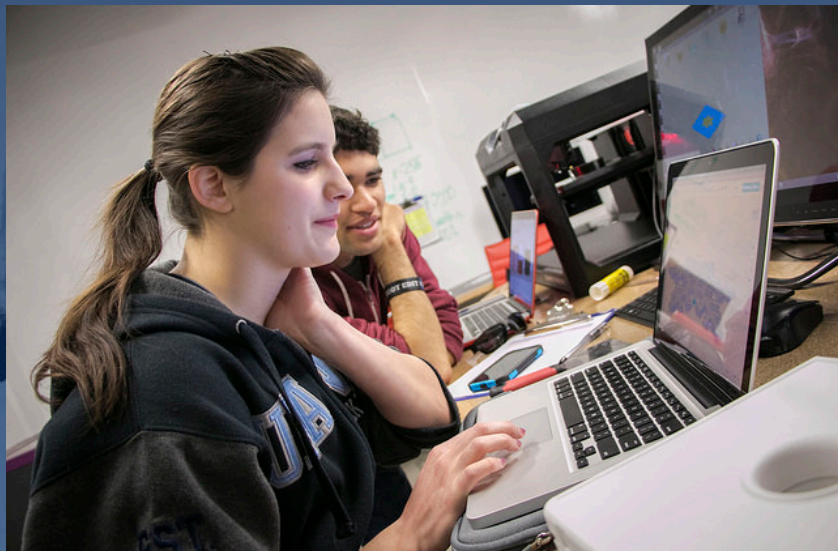
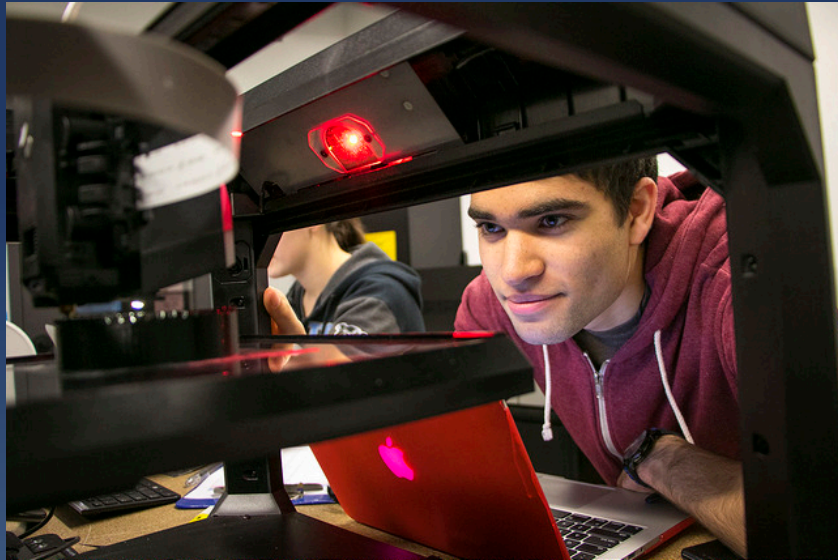
Perceptions and experiences of university commercialization, perceptions and experience of recent industry commercialization, and perceptions and experience of other universities and experts in the field of university commercialization?

Mid-Year Report.





# Commercialization



- Innovation and Economic Development Council
- University of Maine Research & Development Foundation
- Research Reinvestment Fund – to accelerate commercialization
- Technology Transfer Acceleration Support/Training
- Revamp the processes for industry engagement
- Revamp IP policies
- Commercialization Summit – January 9, 2018

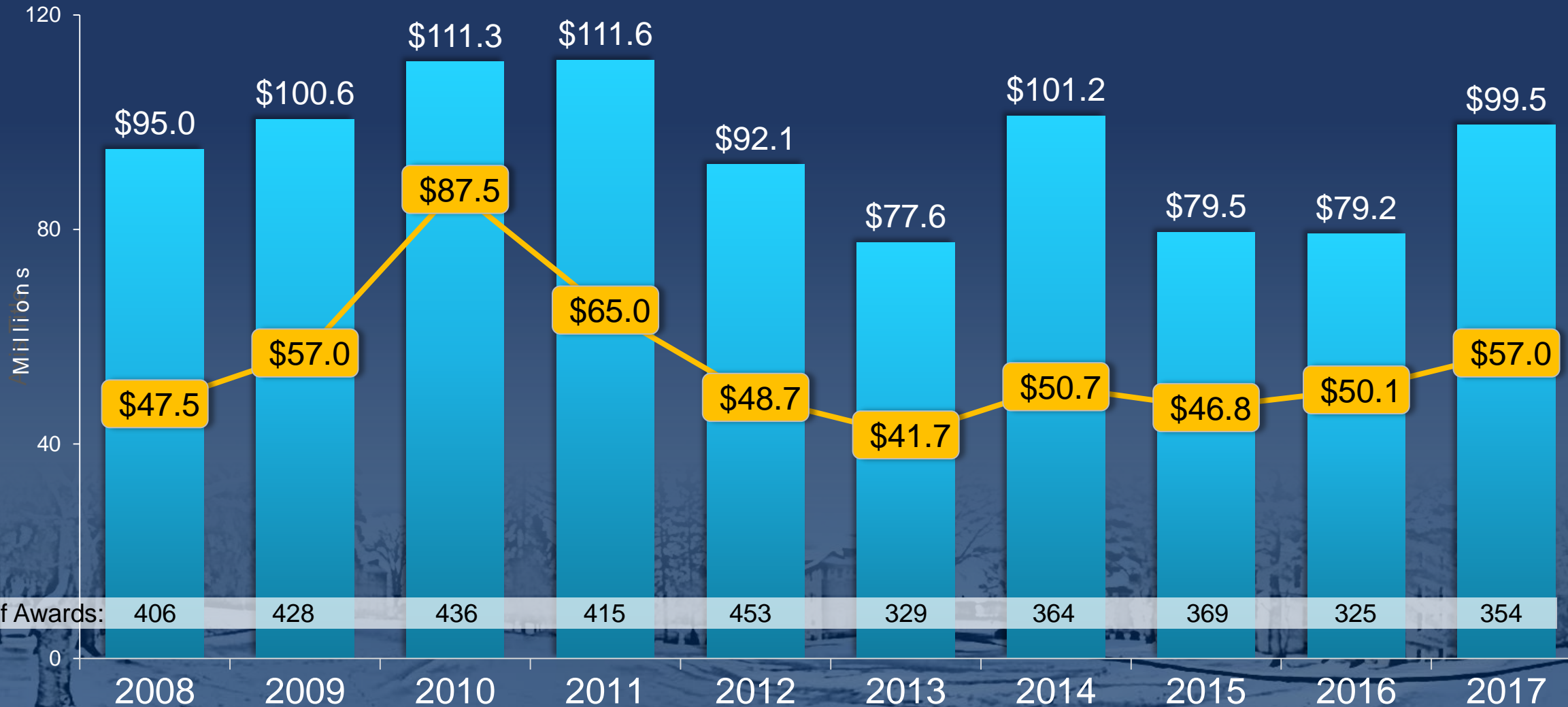




# Higher Education, Research and Development (HERD) and UMaine Research Awards

HERD Expenditures

Research Awards\*



\* Includes Research and Other Sponsored Activities



# New Initiatives Supporting Research

## **Coordinated Operating Research Entities – CORE**

Optimizing access to major research resources in a modernizing research university

## **Creation of the Office of Research Development**

Growth of sponsored research through comprehensive programs and services

## **Reorganization of ORSP into Office of Research Administration and Office of Research Compliance**

Enhancing pre- and post-award and compliance services

## **Interdisciplinary Undergraduate Research Collaboratives - IURC**

Growing high-impact undergraduate experiential learning programs

## **Maine Impact Week – April 17-21**

Showcasing the impact of Maine's Research University on Maine and beyond

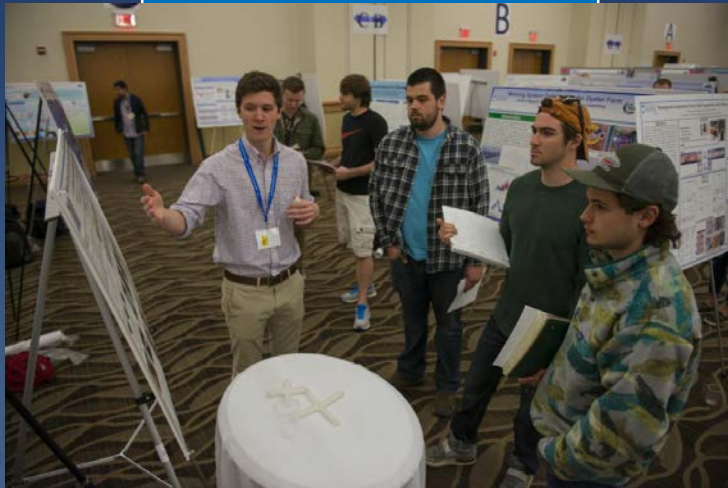




# Maine Impact Week – April 17-21

## Maine's Research University at Work – *Workforce and Economic Development*

### Student Symposium



Tuesday, April 17  
10 am – 5 pm  
Cross Insurance Center

### Business Connect



Tuesday, April 17  
5 pm – 7 pm  
Cross Insurance Center

### Celebrating Scholarship



Thursday, April 19  
5 pm – 7 pm  
Collins Center for the Arts

For more information or to register: [umaine.edu/research/maineimpactweek/](http://umaine.edu/research/maineimpactweek/)



**Increased Enrollment**



**Enhanced Fiscal Positioning**



**Investments in Faculty, Students & Staff**



**Student Success & Opportunities**



**Research & Economic Development**



**Increased Student Retention & Graduation**





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# Questions

